

Building on our
Strengths

FEMSA

FMX
LISTED
NYSE



During this presentation management may discuss certain forward-looking statements concerning FEMSA's future performance that should be considered as good faith estimates made by the Company. These forward-looking statements reflect management expectations and are based upon currently available data. Actual results are subject to future events and uncertainties, which could materially impact FEMSA's actual performance.



FEMSA is a leading company that participates in the beverage industry through Coca-Cola FEMSA, the largest franchise bottler of Coca-Cola products in the world; and in the beer industry, through its ownership of the second largest equity stake in Heineken, one of the world's leading brewers with operations in over 70 countries. In the retail industry it participates with FEMSA Comercio, operating various small-format chain stores, including OXXO, the largest and fastest-growing chain of stores in Latin America. All of which is supported by a Strategic Business unit.

Large Scale

- +3.2 bn unit cases of beverages

Powerful Brands

- #1 in beverages in all regions

Efficient Production and Distribution

- 65 beverage bottling plants
- 329 distribution facilities

Growing Consumer Base

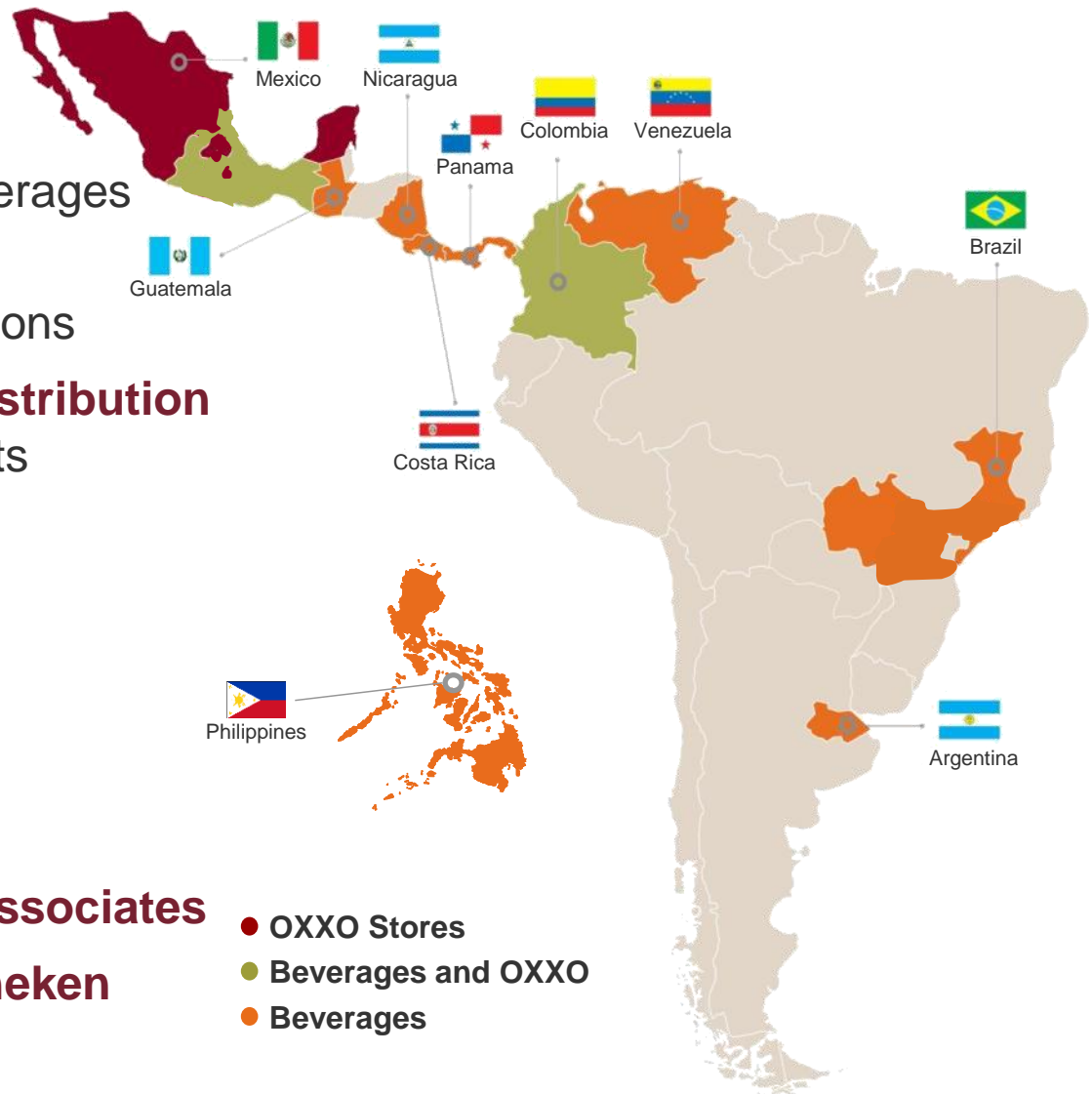
- 2.8 mm clients
- 346 mm consumers

Dynamic Store Platform

- +11,700 OXXO stores

+ 200,000 employees and associates

2nd Largest investor in Heineken

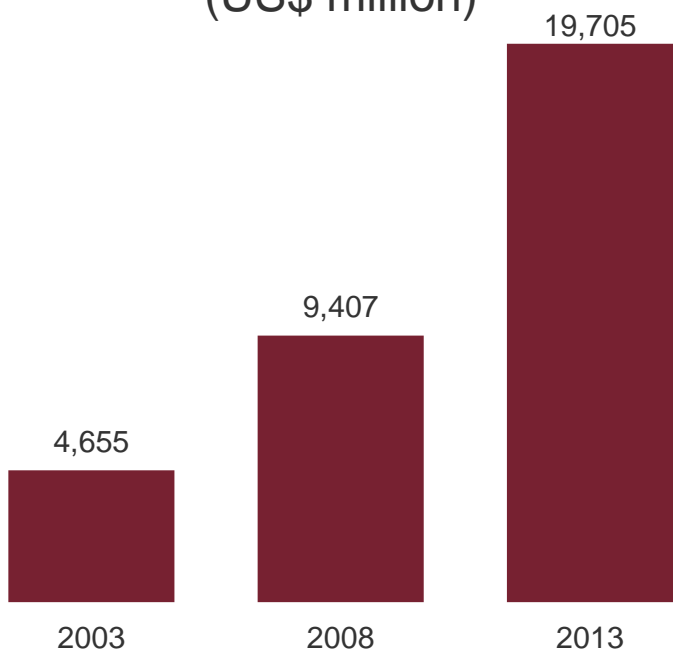


Note: OXXO stores as of December 31, 2013.

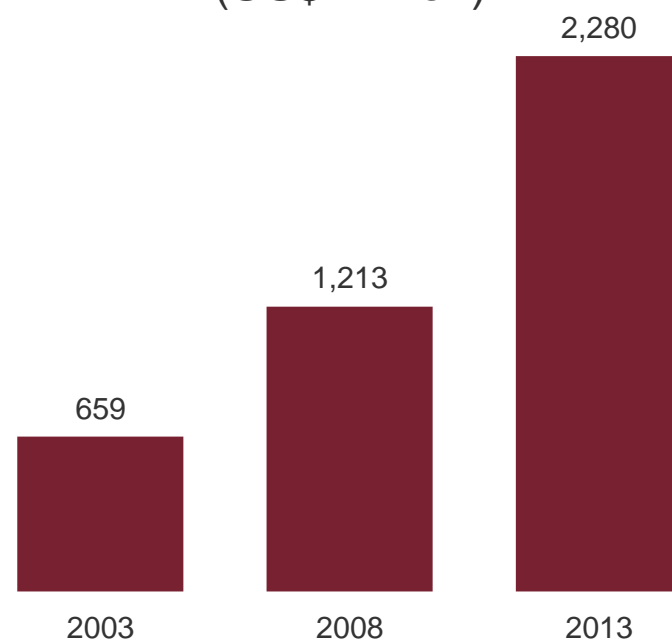
Delivering consistent double-digit growth



Total Revenue (US\$ million)



EBIT (US\$ million)



CAGR 03-13: 16%

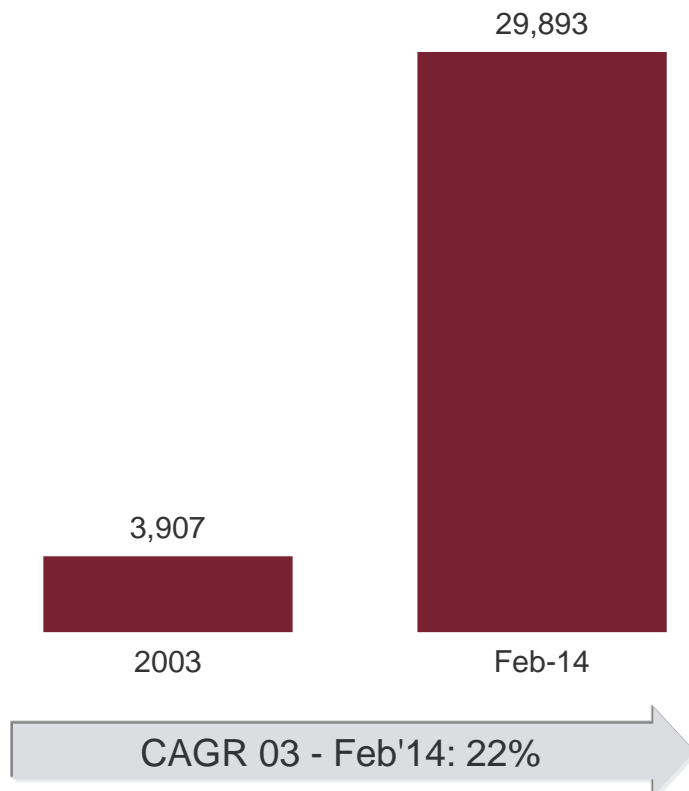
CAGR 08-13: 16%

CAGR 03-13: 13%

CAGR 08-13: 13%

Notes: 2013 figures in nominal Mexican pesos converted to US dollars using EOP exchange rate, prior figures in constant pesos as of year end and converted to US dollars using the EOP exchange rate. 2013 figures are under International Financial Reporting Standards ("IFRS"). From 2001-2006 figures are the arithmetical sum of Coca-Cola FEMSA and FEMSA Comercio. These figures are not proforma.

FEMSA Market Cap Evolution (US\$ million)

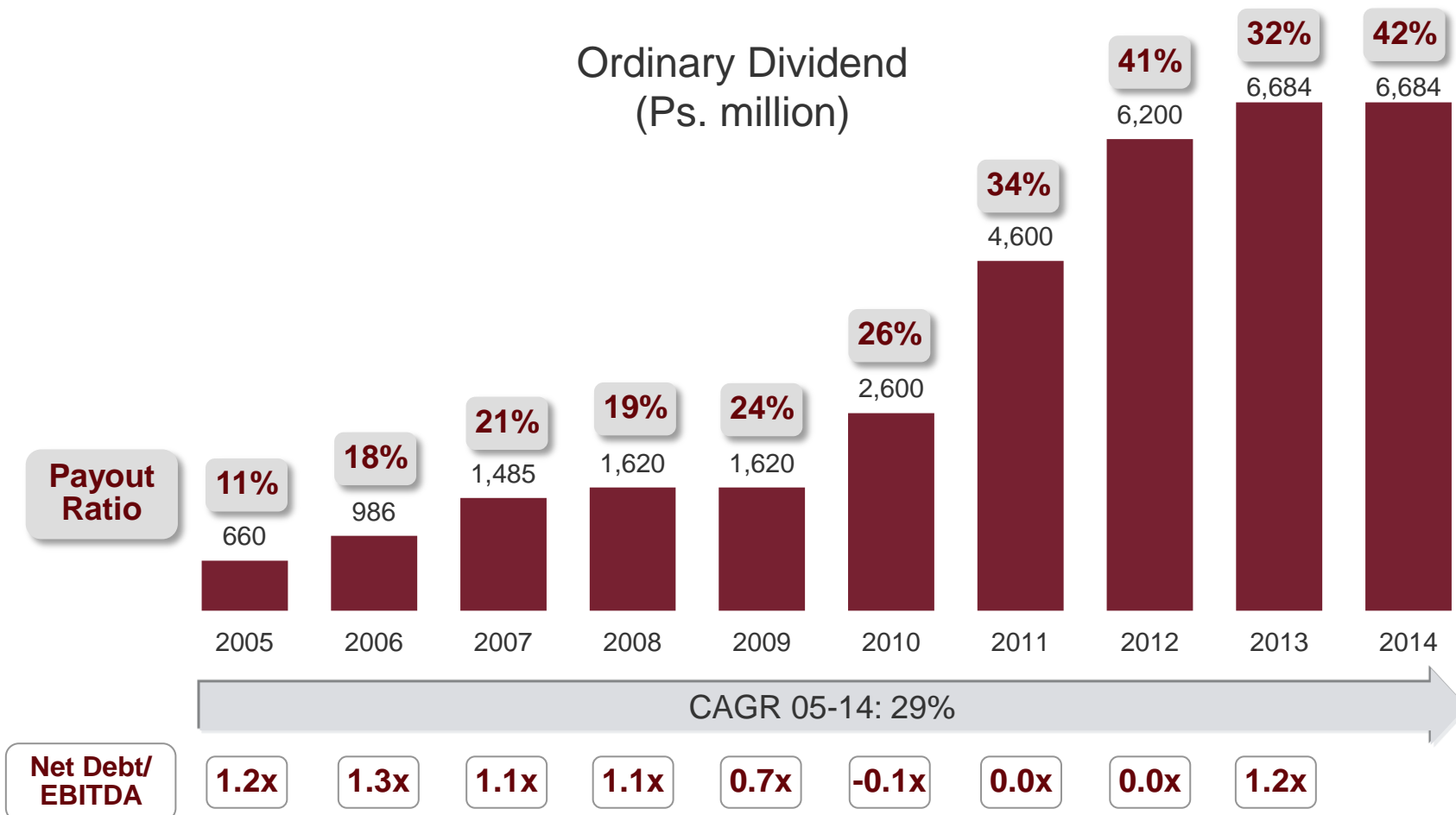


- Consistently strengthening our competitive position
- Ability to operate in a rapidly changing economic environment
- Strong brand portfolio and exceptional operational capabilities

Increasing cash to shareholders over time...



...while retaining strategic and financial flexibility



Note: Dividend figures are in Mexican pesos. Payout ratio figures are the division of the dividend between previous year net majority income. 2011, 2012 and 2013 figures are under International Financial Reporting Standards ("IFRS").



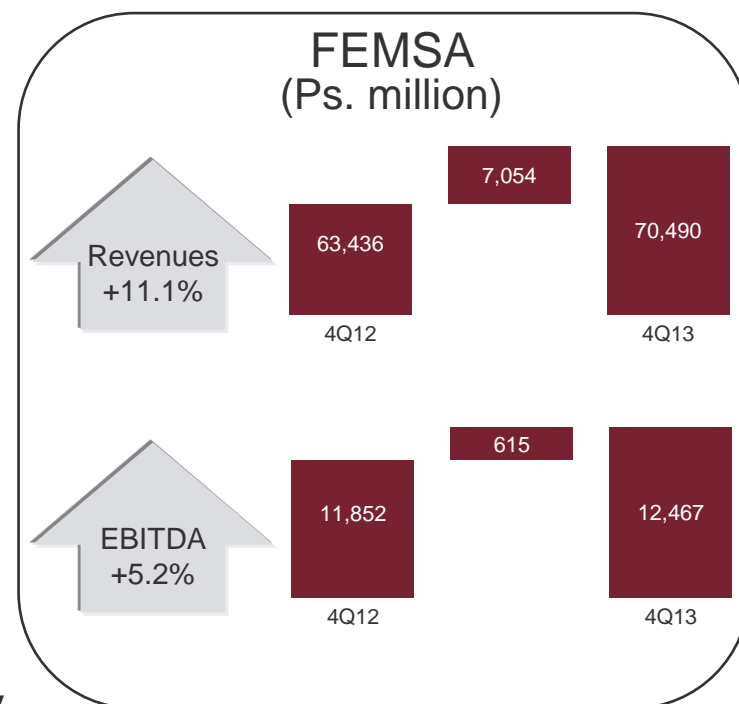
Total revenues increased 8.5% despite a negative translation effect resulting from the devaluation of currencies in our South America division.



Achieved total revenues and income from operations growth of 13.5% and 24.4% respectively driven by net new store openings in the last twelve months and 2.5% growth in SSS.



We include our 20% participation in Heineken's net income using the equity method.

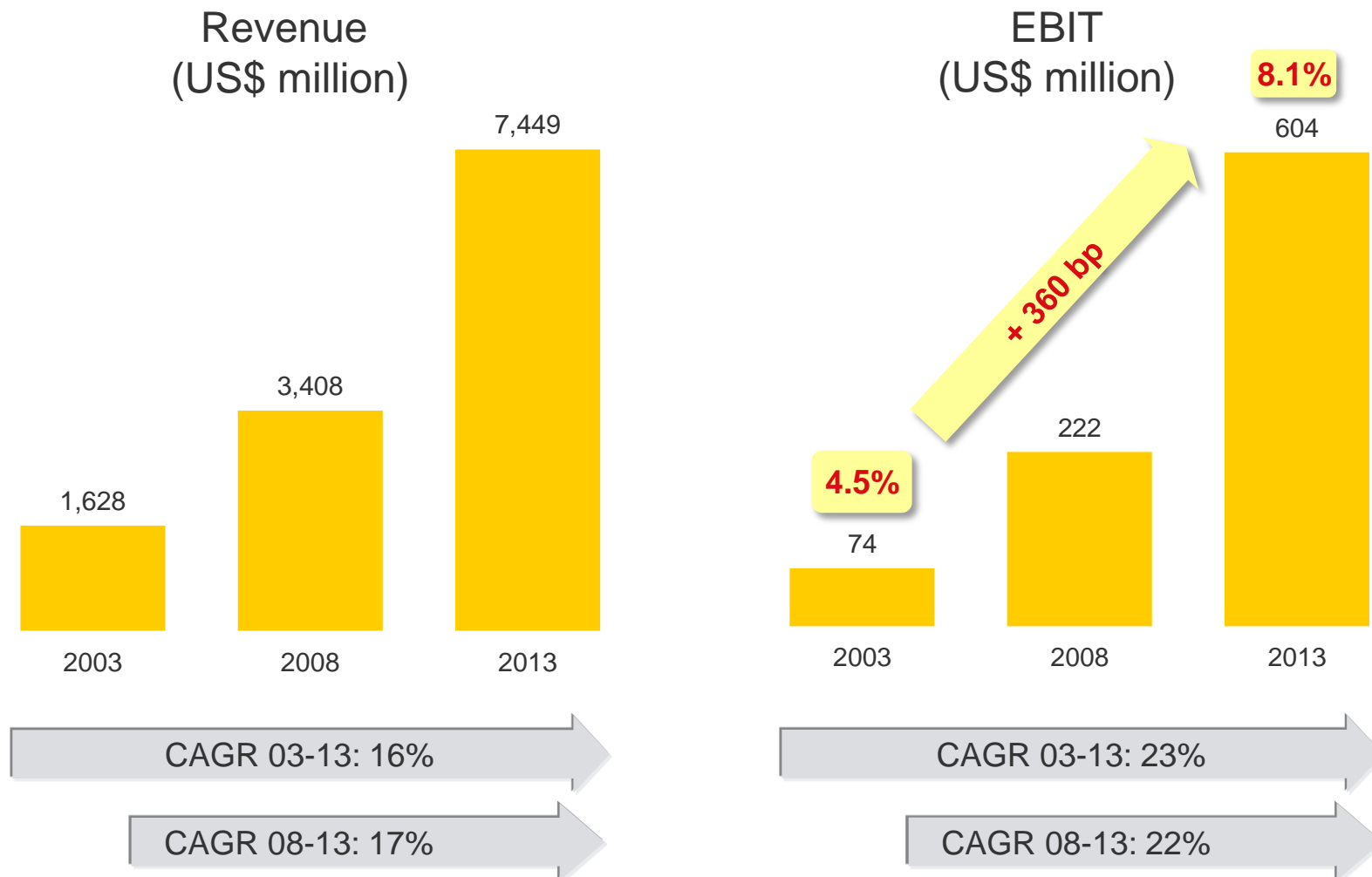


Generating

dynamic, profitable growth

FEMSA
COMERCIO
COMERCIO
FEMSA

FEMSA Comercio: Accelerated profitable growth



Note: 2013 figures in nominal Mexican pesos converted to US dollars using EOP exchange rate, prior figures in constant pesos as of year end and converted to US dollars using the EOP exchange rate. 2013 figures are under International Financial Reporting Standards ("IFRS").

OXXO: The way to play Mexican Retail



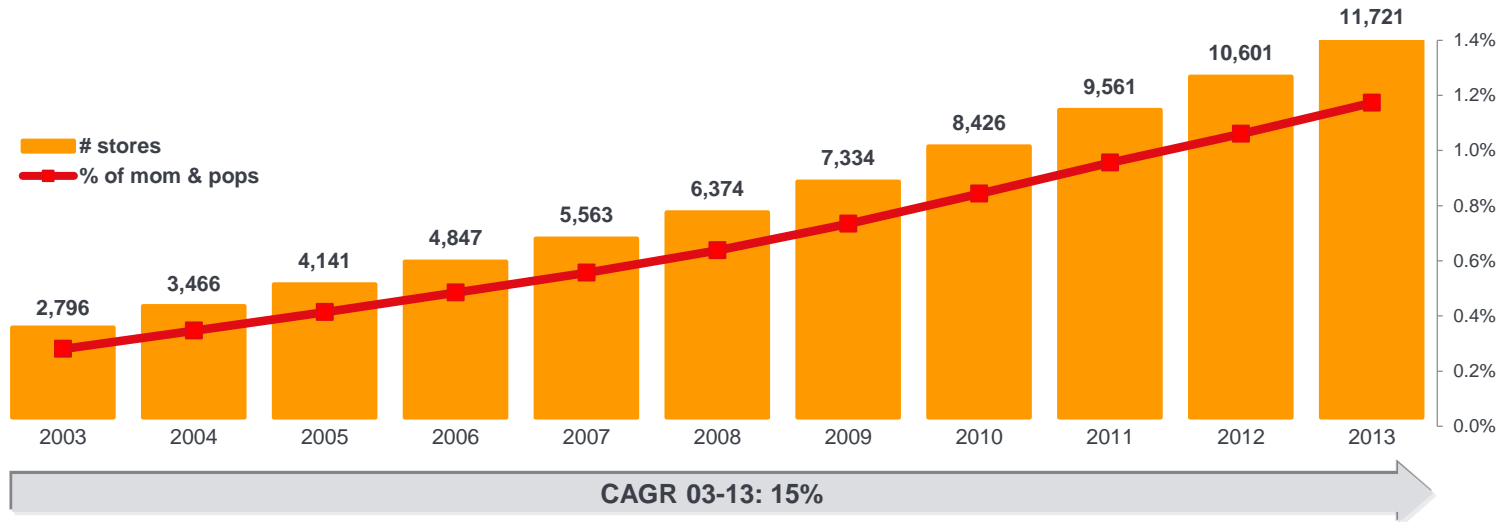
- **Third largest retailer** in terms of Revenues in Mexico
- We are the **benchmark for SSS and Sales per sq. meter** in Mexico
- **Profitability in line** with leading benchmark in Mexico
- We open a new store **every 8 hours** on average
- Every day, close to **9 million** people buy at an OXXO Store



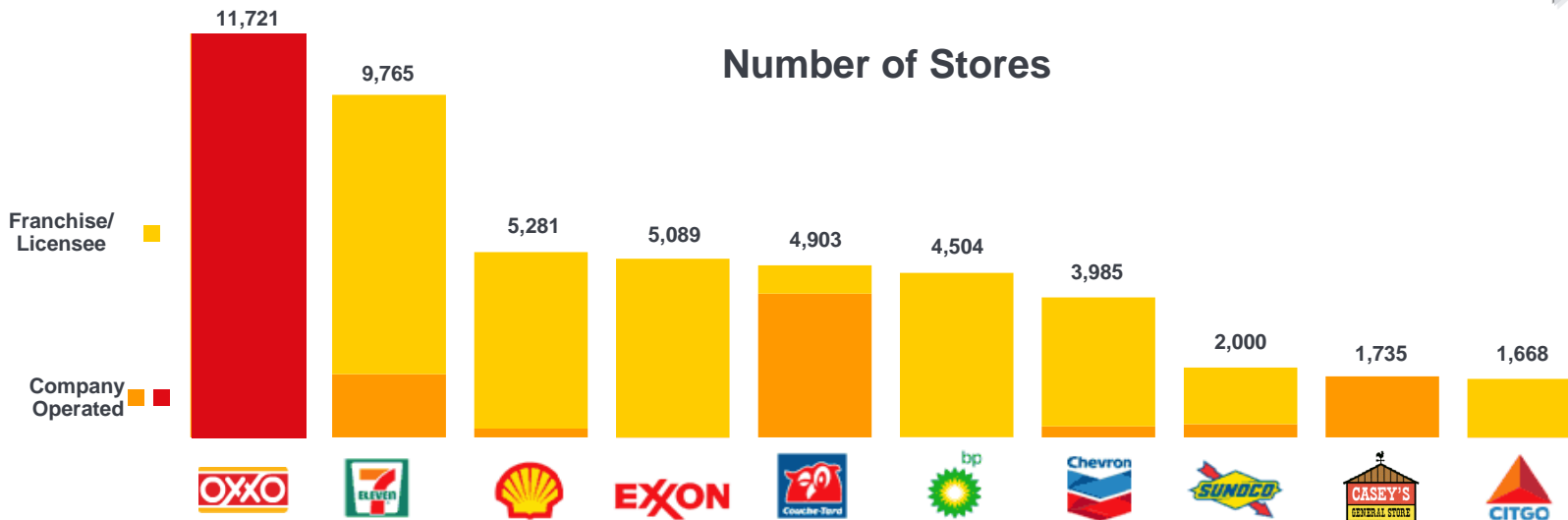
The largest store chain in the Americas...



OXXO Stores as a Percentage of Mom & Pops



Number of Stores

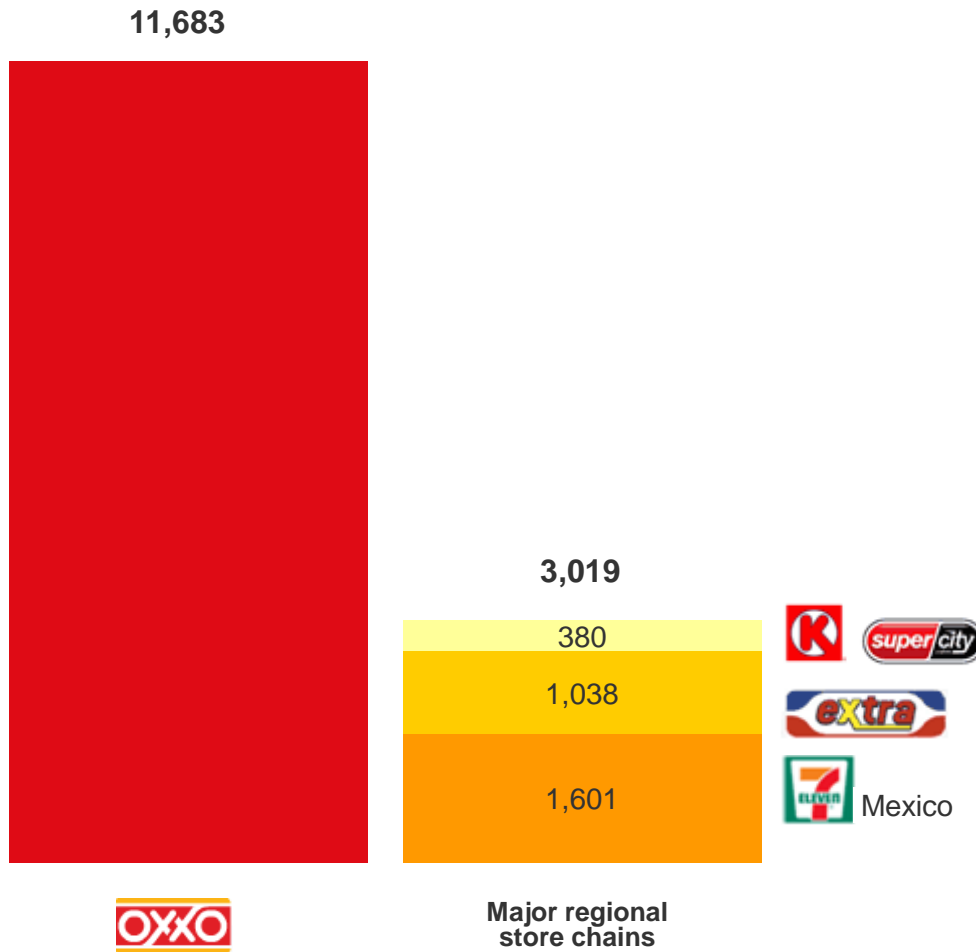


Note: Alimentation Couche-Tard includes US and Canada Operations. 7 Eleven includes US, Canada and Mexico Operations. OXXO stores as of December 2013.
 Source: CSNews "Top 100 US Convenience Store Companies", Published July 2013. Mom & pops: Company information .

...and Mexico's leading store chain



Number of Stores



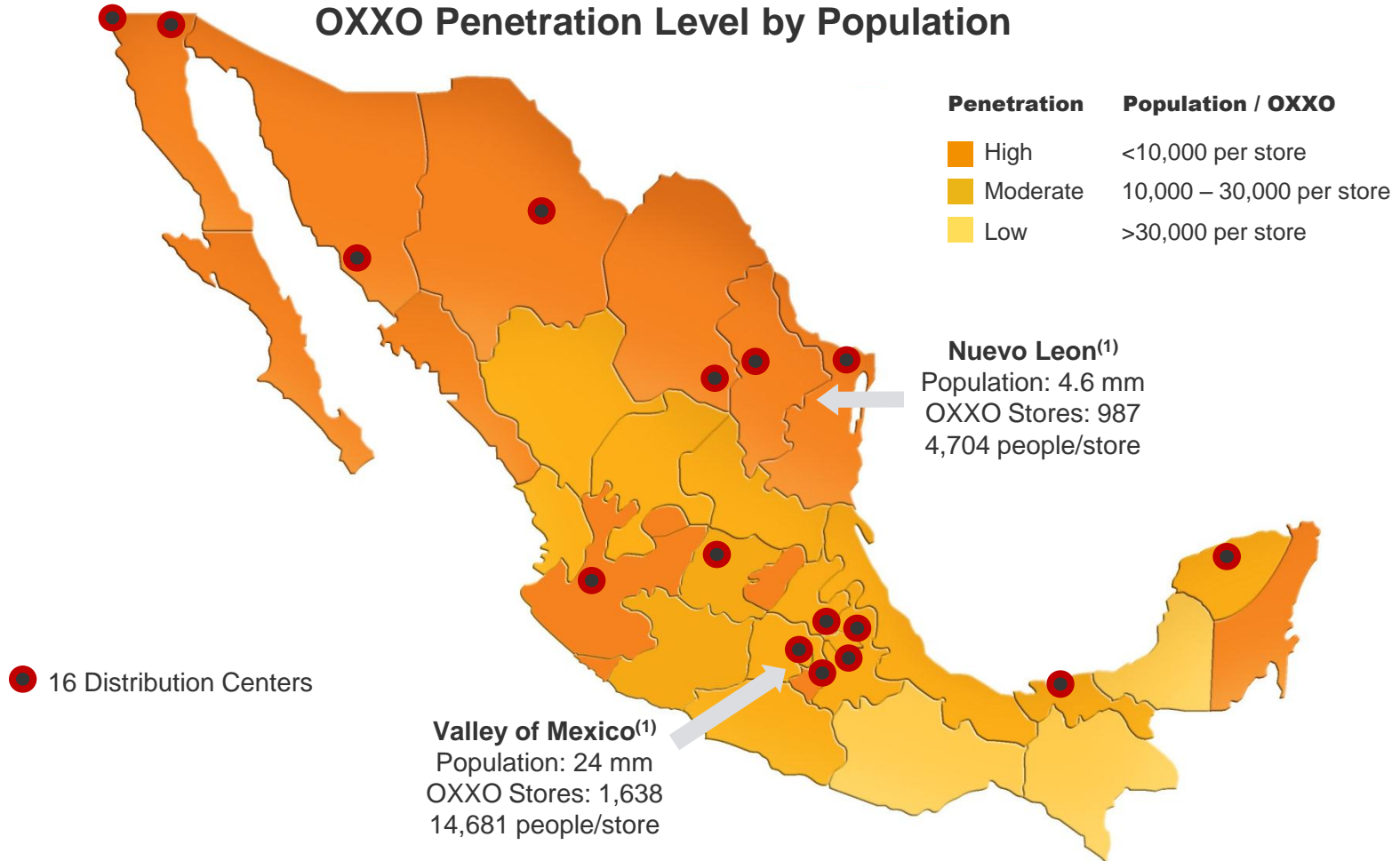
- An effective and rapidly growing sales channel for several categories in Mexico driving an important portion of their growth
- The only truly national store chain with over nine million transactions per day and surpassing three billion transactions in 2013

Horizontal growth: That's the easy part



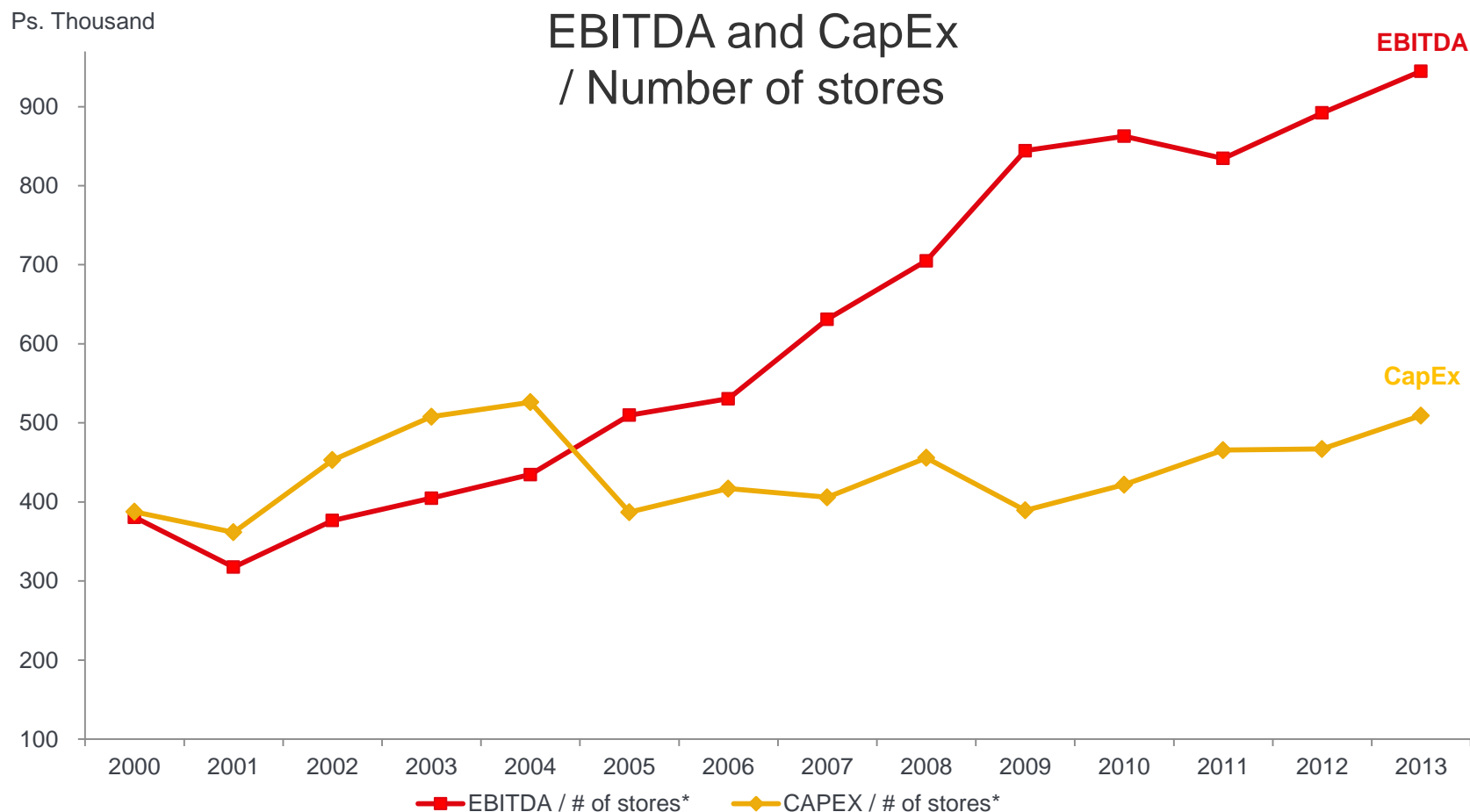
11,683 stores and counting

OXO Penetration Level by Population



Note: CONAPO information as of December 2010. FEMSA information as of December 31, 2013.
(1) OXO stores as of December 31, 2013.

Holding CapEx steady while driving profitability



Notes: Figures in nominal Mexican pesos. 2011, 2012 and 2013 information are under International Financial Reporting Standards ("IFRS").. The # of stores are based on average stores per year.

Drugstores: An attractive growth opportunity

- We have acquired a 75% stake in Farmacias YZA, and 100% of Farmacias FM Moderna
- Two leading regional drugstore operators in Southeast Mexico and the state of Sinaloa, respectively
- Femsa Comercio now operates more than 450 drugstores
- FEMSA seeks to contribute its expertise developing small-box retail formats to already successful regional players



Prepared Food: Opening new avenues of growth

- FEMSA Comercio acquired a 80% stake in Doña Tota, a leading quick-service restaurant operator founded in the state of Tamaulipas which operates over 200 units across Mexico and Texas
- FEMSA believes that it can contribute its significant expertise in the development of small-box retail formats to what is already a successful player in the quick-service restaurant industry and will bring relevant capabilities in the area of prepared food operation to FEMSA Comercio



Developing our value proposition to satisfy our customer needs



THIRST

Quench your thirst immediately



CRAVING

Satisfy your sudden craving for a snack, a meal or drink



TIME OPTIMIZATION

Acquire one-stop products and services in a simple and fast way



BREAKFAST

Start your day with a practical breakfast



LUNCH

Satisfy your hunger with an on-the-go meal



GATHERING

Stop by for your party needs



DAILY

Take home your everyday grocery needs



REPLENISHMENT

Replenish your depleted grocery and non-food products

Strategic tools enabling us to continually expand our range of one-stop products and services



Segmentation



Replenishment Base Indulgence

Category Development - Prepared Food



Category Development - Services



Paga tus tarjetas y deposita dinero más cerca de ti.

En OXO haz depósitos bancarios o paga tus tarjetas de crédito de manera segura e inmediata de 8am a 8pm todos los días.



Opening

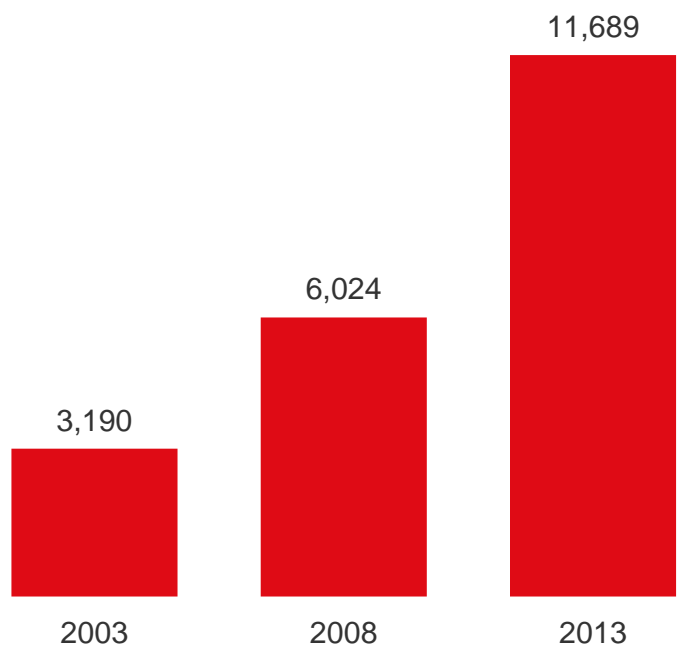
new horizons



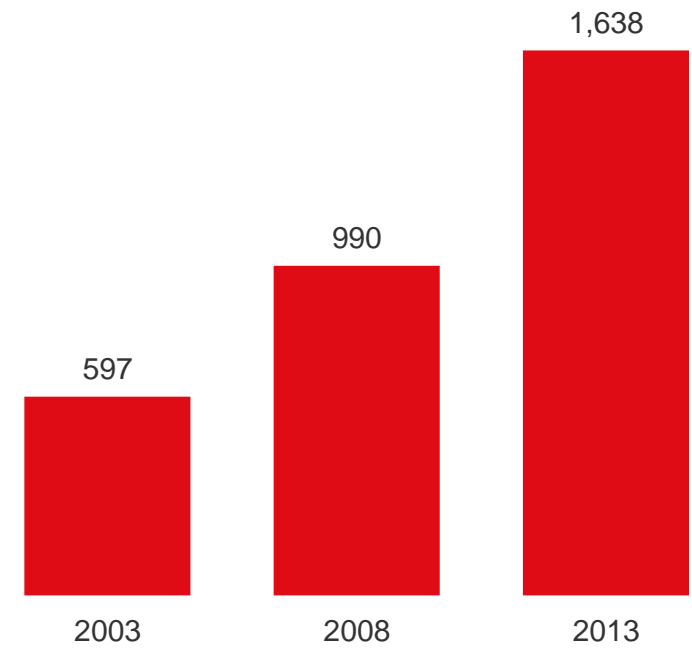
...while building a decade of solid track record of growth



Revenue
(US\$ million)



EBIT
(US\$ million)



(1) Figures reflect LTM as of December, 2013.

Largest franchise bottler in the world operating in one of the most attractive regions for its industry...



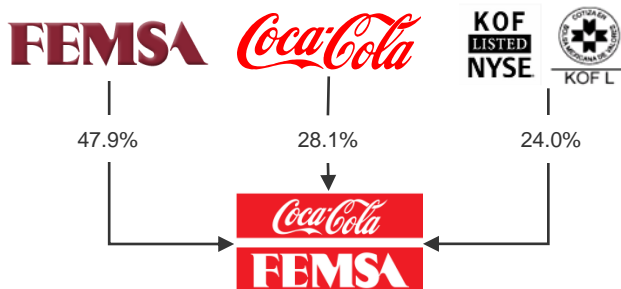
~**4 Bn** Unit Cases⁽¹⁾

US\$ **13.76 Bn** in Revenues⁽¹⁾

more than **346 Mn** consumers⁽¹⁾

Close to **2.9 Mn** points of sale⁽¹⁾

Almost **120,000** employees⁽¹⁾



(1) KOF Figures reflect 2012 and include Philippines, Fluminense and Spaipa.

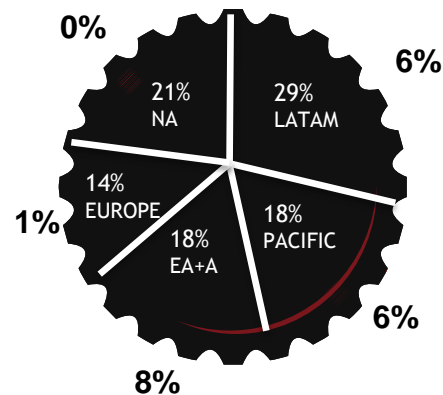
Strategic partner to the Coca-Cola System



KOF has presence in some of the most important regions for the beverage industry and has pursued relevant opportunities in every category to contribute to the system's future growth



Worldwide KO Volume Growth
5y-CAGR
(2008-2012)



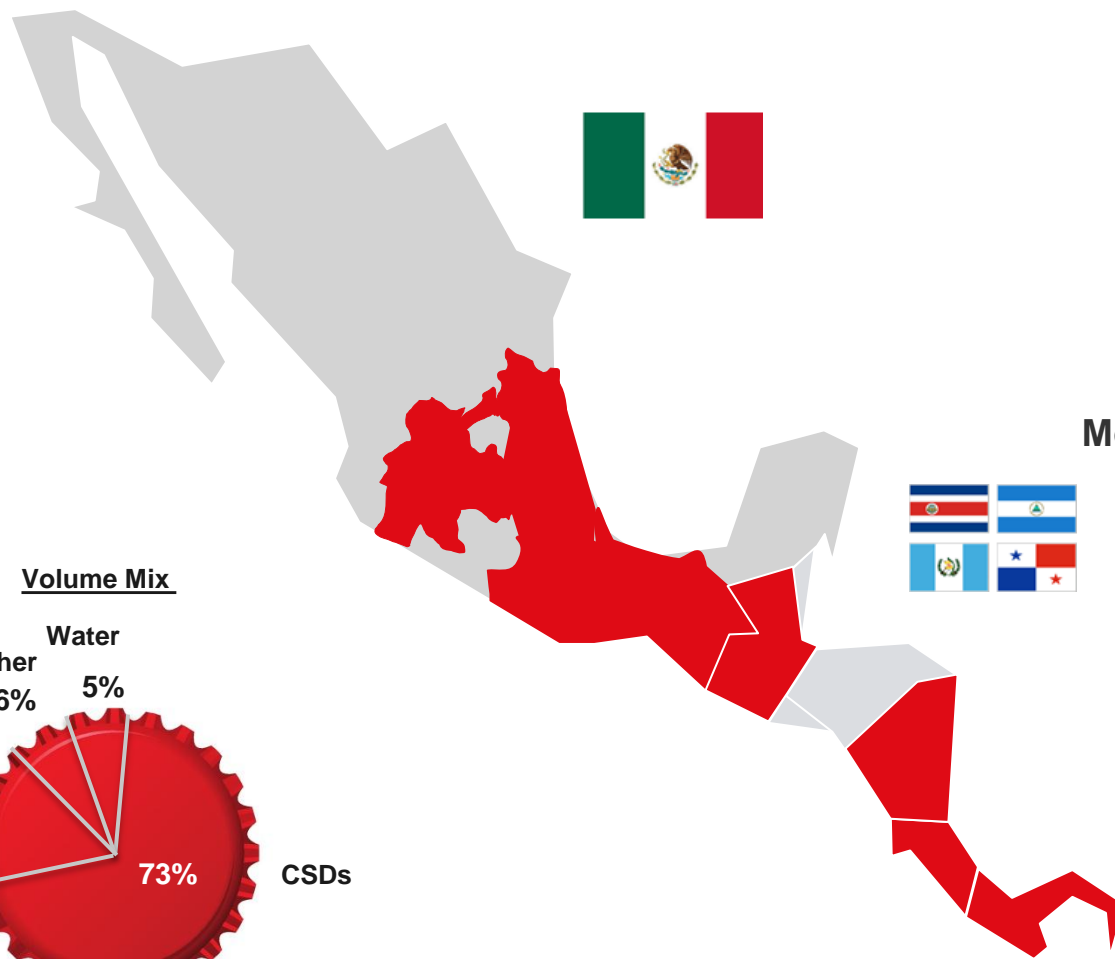
“Our brands and our business have very deep roots in the Philippines, and we look forward to working with our strong partners at Coca-Cola FEMSA to capture future opportunities for growth and investment and bring even more social and economic value to customers and communities throughout the country.”

Muhtar Kent,
The Coca-Cola Company –
President and CEO

“... we partnered with Coca-Cola FEMSA to jointly acquire the Jugos del Valle business in 2007... Today, Del Valle is the first of our \$1 billion brands with its roots in our Latin America region.”

Muhtar Kent,
The Coca-Cola Company –
President and CEO

Reaching more than 50% of the population of Mexico & Central America



US\$ **5.5** Bn in Revenues⁽¹⁾

US\$ **1.2** Bn in EBITDA⁽¹⁾

23 Plants

176 Distribution Centers

More than **993** M points of sale

More than **88** Mn consumers

1,954 Mn Unit Cases⁽¹⁾

(1) Figures reflect LTM as of December, 2013.

Serving more than 40% of the population of our territories in South America



US\$ **6.2** Bn in Revenues⁽³⁾

US\$ **1.0** Bn in EBITDA⁽³⁾

21 Plants⁽²⁾

104 Distribution Centers⁽¹⁾

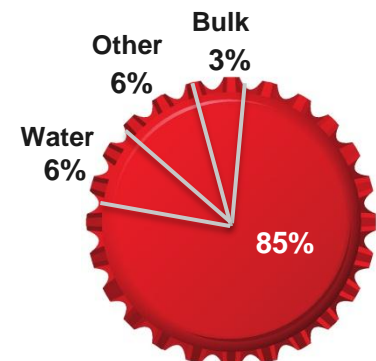
more than **953** points of sale⁽¹⁾

more than **156** Mn consumers⁽²⁾

1,251 Mn Unit Cases⁽¹⁾



Volume Mix



Figures reflect LTM as of December, 2013.

- (1) Excluding Beer
- (2) Includes Fluminense and Spaipa
- (3) Including Beer.

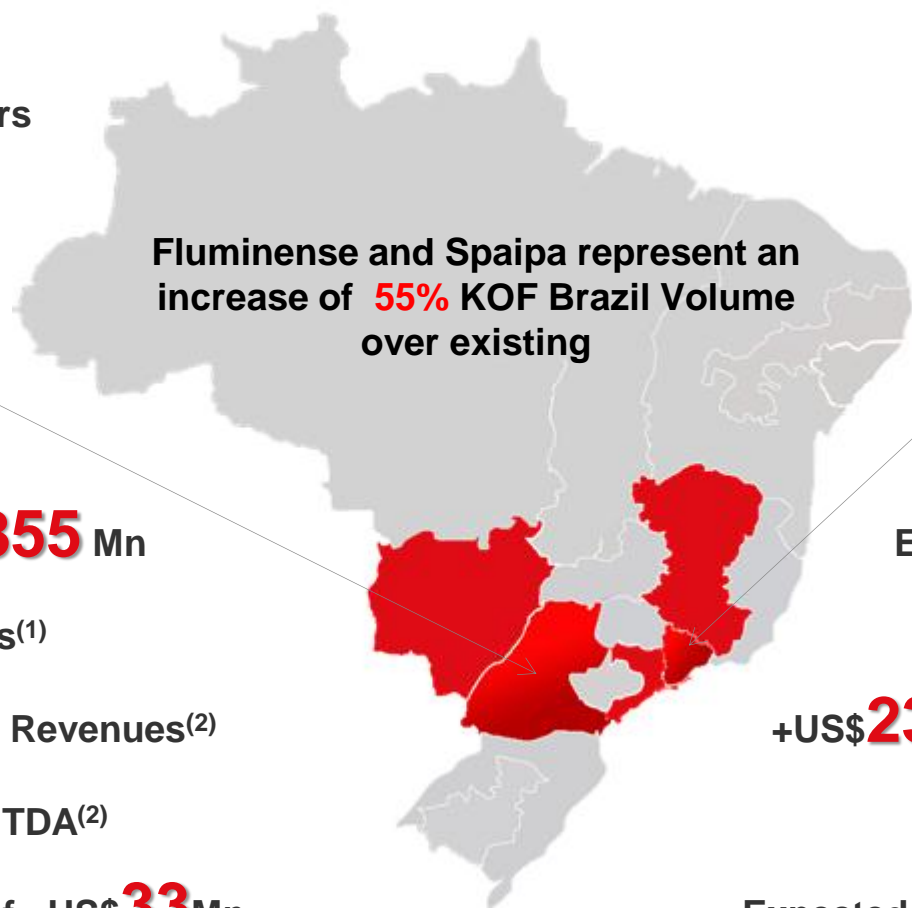
Brazil: Expanding our geographic footprint



KOF combined territories will allow them to serve more than 66 million consumers, a third of the population in Brazil

4 Plants
7 Distribution Centers
 ~**17** Mn Consumers

1 Plants
4 Distribution Centers
 ~**4.5** Mn Consumers



Spaipa

Fluminense

EV: All Cash US\$ **1,855** Mn

EV: All Cash US\$ **448** Mn

+**236** Mn Unit Cases⁽¹⁾

+**57** Mn Unit Cases⁽¹⁾⁽³⁾

+US\$ **929** Mn in Net Revenues⁽²⁾

+US\$ **232** Mn in Net Revenues⁽³⁾

+US\$ **152** Mn in EBITDA⁽²⁾

+US\$ **40** Mn in EBITDA⁽³⁾

Expected synergies of ~US\$ **33** Mn

Expected synergies of ~US\$ **19** Mn

(1) KOF Figures reflect beer.
 (2) KOF Figures: FY2012.
 (3) KOF Figures: LTM1Q13.

Philippines: tropicalizing KOF's culture by leveraging local talent



- Implementing strategic framework based on three pillars: Portfolio, Route to Market and Supply Chain
- Medium to long-term growth strategies in place to increase per capita consumption

US\$ **1.1** Bn in Revenues⁽¹⁾

~US\$ **100** Mn of EBITDA

530 Mn Unit Cases⁽¹⁾

71% Important mix of returnables

23 Plants

close to **800** M points of sale

more than **95** Mn consumers



(1) CCBPI: Coca-Cola Bottling Philippines, Inc. estimated for 2012.

Positively

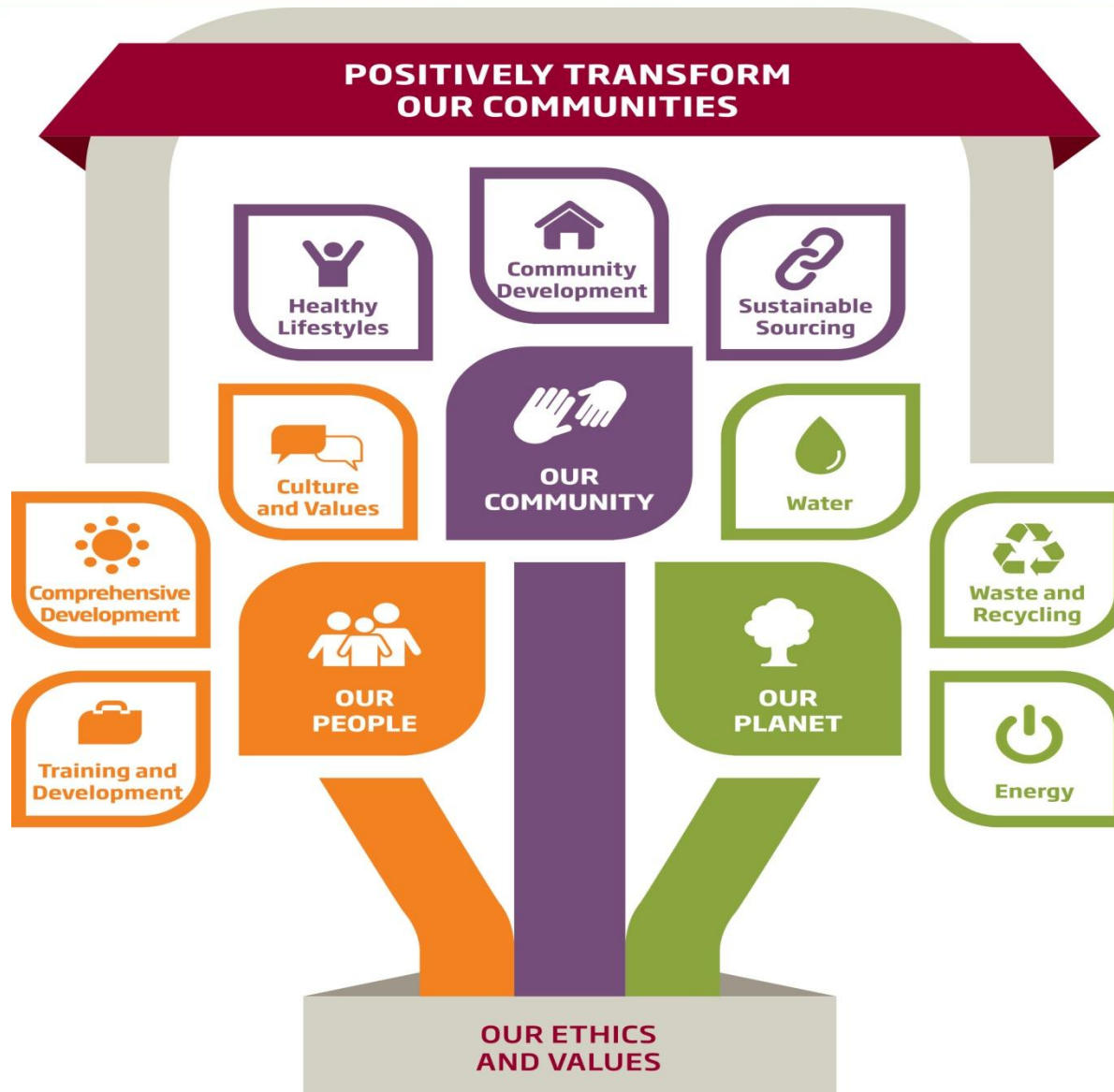
transforming our
communities



FEMSA
Sustainability

2020-2025

Sustainability Framework



Some Achievements during 2013



- KOF was selected as a member of the **DJSI** Emerging Markets
- FEMSA and KOF participated in the **Carbon Disclosure Project** “CDP Investors” FEMSA joined the GLOBAL 500 group of companies that measure and report their climate change strategies, with the highest score among Mexican companies (73C).
- For the second consecutive year, FEMSA and KOF were included in the **Sustainability Index of the Mexican Stock Exchange**
- We began the implementation of the SAP Sustainability Performance Management module for company-wide reporting

MEMBER OF
Dow Jones
Sustainability Indices

In Collaboration with RobecoSAM



IPC
Sustentable



Our investment in Sustainability

- At FEMSA we invest ~ 1% of our consolidated net income in sustainability every year.

Total Spending on Sustainability (by Pillar)

